



Organizational Review Report

February 27, 2021



1.0 Executive Summary

The Municipality of Powassan is located in Northern Ontario in the District of Parry Sound, approximately 300 kms north of Toronto and 35 kms south of North Bay. The Towns of Trout Creek and Powassan and the Township of Himsforth South formed the municipality under an amalgamation which took effect on January 1, 2001.

The Province of Ontario, through the Municipal Modernization Program, provided funding to the Corporation of the Municipality of Powassan in 2020 to undertake a review of their current organizational structure, operational functions in each department and levels of staffing, with consideration of future staffing needs.

Studies of this nature are by design, intended to use an evidence-based approach to look at all potential options with the goal of structuring organizational operations to deliver public services in an efficient and affordable way, to ensure the services meet the community's needs and maximize efficiencies for long-term sustainability.

The most significant long-term impact of this kind of review often is the in-depth understanding of the internal operations of the Municipality of Powassan that staff and Council has gained as we worked through the process with you.

Organizational design is a step-by-step process which identifies current challenges, what is working and not working regarding strategies, structures, systems, staff, culture, etc., and realigns them to fit current business realities/ goals.

Working collaboratively with staff and Council throughout the study, alternative organizational structures were designed and a preferred model was selected. Recommendations and Transition plans were also developed and reviewed to serve as a road map to assist the Municipality to systematically progress from the current organizational structure to the preferred model, that will serve the Municipality of Powassan well into the future.

Conclusion

We wish to thank Council and staff for their assistance on this project. Good employees are the backbone of any organization and the staff we worked with are very dedicated and conscientious in their roles.

In the end, there is no one perfect way to design an Organizational Structure, but our final recommendations will provide improved coordination, communication and better delineation of who does what, which will position the Municipality of Powassan well on its way to modernizing the municipality and providing the efficient processes and services its citizens want and need.

Evelyn Dean & Susan Shannon

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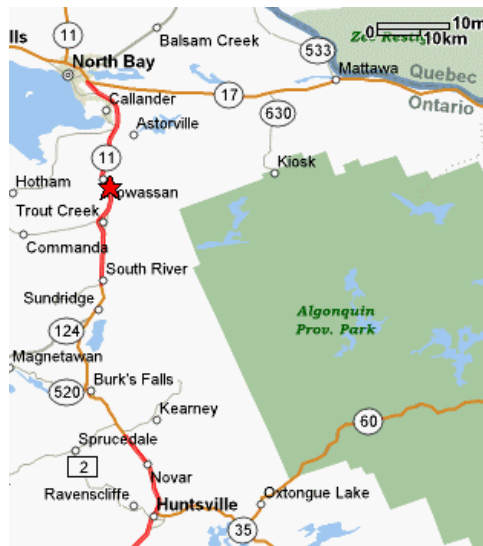
2.0 Introduction

2.1 Overview of the Municipality of Powassan

2.1.1 Background

The Municipality of Powassan is a rural community of 3,455 residents (per 2016 Census), located about 30 kilometres south of the City of North Bay. The Corporation of the Municipality of Powassan was established in 2001 through the amalgamation of the Towns of Powassan and Trout Creek, and the Township of South Himsworth.

The main population centre of the Municipality is the former Town of Powassan. Trout Creek forms a second, smaller population centre with a relatively large representation of retired residents. The remainder of the Municipality is largely farmland. Many residents commute to North Bay to work.



*2016 Canadian Census

2.1.2 Municipal Operations

The municipal office is housed at 250 Clark Street, which was formerly a public school. The building was renovated and houses both the municipal administration and a community wing. The wing houses the Planning Board, Grace house, food bank, a learning centre, a fitness centre and the Maple room is used for community meetings.

Council:

- **Mayor Peter McIsaac**
- **Deputy Mayor Randy Hall**
- **Councillor Dave Britton**
- **Councillor Debbie Piekarski**
- **Councillor Markus Wand**

Council Members and volunteers are also actively involved in a number of Boards, Committees, Associations and Agencies such as:

- Public Works Committee
- Trout Creek Community Centre Board
- Powassan Recreation Committee
- Powassan Library Board
- Police Services Board (Regional)
- Powassan Agricultural Society
- Trout Creek Lion's Club

Staffing:

At present, the Municipality is staffed by;

- **Administration & Treasury** - CAO-Clerk-Treasurer, 2 Deputy Clerks, Deputy Treasurer, one full time Administrative Assistant, one part time Receptionist/Cashier and an Event Coordinator
- **Public Works** - Public Works Foreman, Municipal Engineer, five Roads Assistants (Operators), Landfill Operator and a Garbage Collector
- **Recreation** – Recreation & Facilities Manager, Trout Creek Arena Manager and four to six Arena Labourers
- **Building & By-Law** - Chief Building Official, By-Law Enforcement Officer/Property Standards/CEMC
- **Emergency Services** - a part time Fire Chief and 32 Volunteer firefighters
- **Other Part time, Seasonal & Casual** – as required

2.1.3 Municipal Plans

Strategic Plan

The Municipality developed a Community Strategic Plan in 2006 and an Economic Development Strategic Plan in 2013. The Mission, Vision and Values identified in the Economic Development Strategic Plan are as follows:

MISSION

“Through efficient and effective leadership, Powassan supports a high quality of life for all of its citizens. Its citizens have a strong sense of pride and ownership in the community”.

VISION

“Powassan is a community that embraces change while respecting the rich heritage of the area. It is a municipality based on strong fiscal government with a durable economy that recognizes the rights of all citizens, respects the environment and the amenities that it affords and offers to citizens a healthy, active lifestyle”.

VALUE STATEMENTS:

- 1. Values community growth.***
- 2. Values being recognized as a safe community.***
- 3. Values progressive development.***
- 4. Values responsible governing.***
- 5. Values strong relationships with community partners as well as other communities.***

Other Key Municipal Plans

The Municipality of Powassan has completed the following studies which are available to the public at the Municipal Office or electronically on the Municipal website, under Economic Development – Investment Readiness.

- 2006 Powassan Community Strategic Plan
- 2008 Housing Study
- 2005 Recreation Action Plan
- Official Plan 2003
- Zoning By-laws 2003
- 2001 Labour Force and Market Analysis (electronic format unavailable at this time)
- Community Profile (date unknown)
- Economic Development Plan 2016
- Asset Management Plan – December 2013 (under review)
- Roads Needs Study (under review)

3.0 Study Background

3.1 Study Objectives

In November 2020, the Municipality of Powassan requested proposals for the purpose of conducting an Organizational Review.

The Municipality of Powassan will soon be facing some changes with the upcoming retirement of the current CAO/Clerk/Treasurer. So, in preparation for this change, the Municipality requested a third-party consultant(s) to undertake a review of the current organizational structure, operational functions and levels of staffing and to make recommendations that will enhance the organizational operations for current and future needs.

A review of the organizational structure was deemed necessary to ensure alignment of departmental responsibilities and to ensure the right people are in the right positions doing the right things at the right time to plan for the future.

3.2 Study Scope

Part One – Organizational Review

- To review the current organization structure and alignment of departmental service responsibilities.
- Make recommendations related to identified projected service and staff requirements leading 10 years into the future.
- Related to the above, to provide a commentary on external pressures and legislative requirements facing the municipal organization, along with a projection of the impact they will have on future workloads and the organization's means to address them.
- Undertake a benchmarking comparison of the Municipality's current organizational structure and staffing levels against municipalities of a similar size and nature.
- Based on the results of the review, provide a series of recommendations regarding current and future organizational structure and staffing needs to:
 - Improve clarification of roles and responsibility of management
 - Improve service delivery to customers
 - Establish appropriate and necessary staffing levels
 - Strengthen communications/coordination between departments
 - Provide opportunities for staff development
- Make recommendations related to the organization of staff and related resources required for the Municipality's efficient delivery of mandated and discretionary services.

Part 2 - Assess Workplaces

- To consult with Council and Senior management to understand any concerns there are currently or possibly in the future, that relate to municipal facilities and its impacts on Council and municipal administration operations and public suitability.
- To recommend the best process to undertake a more fulsome review to identify current and future workplace needs and make recommendations related to more effectively meeting public service and operation efficiency needs.

3.3 Staff Study Team

- ❖ CAO-Clerk-Treasurer, Maureen Lang
- ❖ Deputy Clerk, Kim Bester
- ❖ Deputy Clerk, Lesley Marshall
- ❖ Public Works Foreman, Scott Toebes
- ❖ Public Works Assistant, Trevor Tennant
- ❖ Protective Services Official, Ben Mousseau
- ❖ Recreation and Facilities Manager – Sportsplex – Mike Heasman
- ❖ Fire Chief, Bill Cox
- ❖ Engineer, Codey Munshaw
- ❖ Deputy Treasurer Robert Giesler.

4.0 Methodology - Study Approach

The data collection and analyses were structured around the **McKinsey 7S model**. This allows for all the data collected including the document reviews and stakeholder interviews to be analyzed and leveraged in a structured and efficient way.

The process focuses on improving both the technical and people side of the organization. For most organizations, the design process leads to a more effective organization design, significantly improved results, and employees who are empowered and committed to the organization.

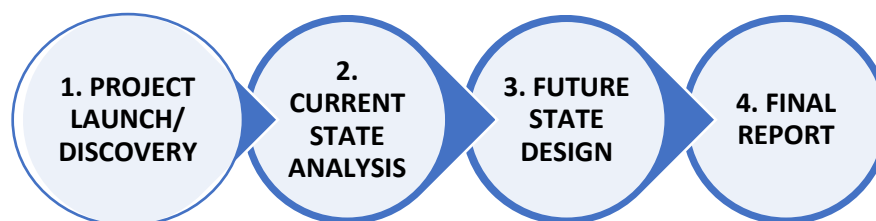
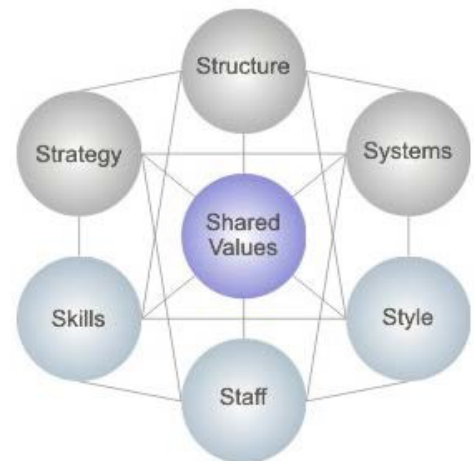
The hallmark of the design process is a comprehensive and holistic approach to organizational improvement that touches all aspects of organizational life, to achieve strategic priorities.

Following the strategic analysis, the degree to which the overall structure matches the mandate and requirements of the organization and the changing nature of the services offered, and changes in the clients served were analyzed.

Once the structure was evaluated, an assessment was undertaken of the appropriate staffing levels followed by the specific skills and competencies required of the roles and how these fit with the overall style (the “how” the work is to be done in conjunction with “what” needs to be done).

In order to make informed recommendations, in broad terms, the methodology we applied to this organizational review study was as follows:

- **Project Launch & Discovery**
- **Current State Analysis**
- **Future State Design**
- **Final Report**



4.1 Project Launch/Discovery

4.1.1 Initial Consultation

The initial consultation was held by telephone with the CAO, the two Deputy Clerks and the consultants on November 20th, 2020. The approach, timelines and outline of the project were firmed up and the study team was established.

It was determined that individual interviews were to be conducted with senior staff and members of Council.

All other staff would be asked to respond to an employee survey. To accommodate varying levels of computer skills, it was determined they could either respond to the survey electronically, or fill them out manually and return it in a sealed envelope to the CAO, who would then forward the envelopes to the consultants.

The project work plan was also finalized at this initial consultation, to meet the Provincial deadlines under the Municipal Modernization Funding Program. The deadline for completion was determined as March 1, 2021.

The consultants also requested and received clarification that “Assess Workplaces” in the RFP refers to just the 250 Clark Building, (no other buildings) and that the assessment would only be as it related to any new organizational structure, (i.e. where any new staff that may be needed, might be housed).

At this meeting we also requested the following documents to review, if available;

- **Organizational Design:** Documents related to prior relevant work on organizational design; organizational charts; any prior reviews; draft adaptive OD framework
- **Strategic and Operational Plans:** existing Municipality of Powassan Strategic Plan, Asset Management Plan, Climate Change Action Plan, Emergency Response Plan, etc.
- **By-Laws, Policies, Contracts** – that affect staffing and the delivery of a service
- **Detailed Financials and Budgets** – for various years, to be determined
- **Partnership and Engagement:** List of key partners/contractors/shared services arrangements related to services and relevant details about the partnerships/contracts or shared servicing agreements
- **Roles and Responsibilities:** Job descriptions, responsibilities, and past job evaluations
- **Union Considerations, if applicable:** Existing collective bargaining agreements, union grievances that are relevant to organizational design, committees and their functions, overall membership etc.
- **Performance Reports:** (i.e., Performance Management Framework; Workload metrics; past capacity, efficiency, and effectiveness reviews)
- **Staff Perspectives:** Any formal or informal documentation of previous engagement activities, including internal staff/partner perspectives; employee engagement surveys
- **Any other relevant data,** information, and documentation related to an effective organizational review and workload assessment for the departments/services

4.1.2 Kick Off Meetings

- The **Senior Staff Kick Off** meeting was held December 3rd 2020. The objective of this meeting was to confirm our understanding of the project; review expected project activities, deliverables, timelines and milestones.

Staff were asked about the strengths, weaknesses, opportunities and any particular challenges they are experiencing in their departments. They were invited to provide any additional information about their departments they felt would be helpful to the consultants.

- The **Council Kick Off** meeting was held the evening of December 7th, 2020. Council was also asked what they felt were areas of strength, weakness and opportunities and to identify the key areas they would like to see addressed in this study.

Both Senior Staff and Council were asked to review a list of potential municipal comparators to be used in the benchmarking analyses.

The following comparators were selected based on similar population, households and similar municipal operations, as the Municipality of Powassan.

- **Parry Sound District** - Municipality of Callander, Township of Perry and Township of McDougall
- **Haliburton County** - Municipality of Highlands East
- **County of Dufferin** - Township of Amaranth
- **County of Huron** - Township of Morris-Turnberry

The project launch and discovery phase, were designed to set up the framework for the review and analysis of the current state of the organizational structure and it helped determine the types of data needed to be collected.

4.2 Current State Analysis

A summary of the current environment in which this review was undertaken:

- The work was completed during the pandemic and completed at the end of the first year of the pandemic, when the province was still under a complete lockdown.
- There was a great deal of uncertainty related to issues such as when vaccines would be available, when business could reopen fully, concern about the closure and loss of businesses and concerns when the economy would start to improve, etc.
- There was a big concern regarding: sustainability of the community, sustainability of the municipality to maintain all current services, availability of sufficient funding for municipalities, grants, capacity of residents to pay taxes, businesses closing, etc.
- There were concerns not only of the economic and physical health and welfare of residents in their community but also with all surrounding communities, provincially and federally.

Despite the many economic, social and community health related concerns, optimism was voiced about the potential for:

- future business growth.
- growth in population due to residential development, new housing for seniors.
- possible new businesses being established after the pandemic.

4.2.1 Interviews

Proposed interview questions were reviewed and validated with the Study Team and then shared with all participants in advance of the interviews.

A series of interview questions were developed and included, but were not limited to questions related to such things as;

- Overview of their current role and demands on the job;
- Perception of how the role will evolve over the next few years given the evolving client needs;
- How the reporting relationship and level of decision-making authority contribute or hinder in achieving business objectives;
- Activities that should be stopped, delegated, increased or added;
- Activities that may be migrated to another area within the Municipality;
- How do departments within the Municipality interact and work with each other;
- SWOT (Strengths, Weaknesses, Opportunities & Threats) analysis;
- Other suggestions for overall effectiveness and efficiencies.

Confidential individual interviews were held via video conferencing with 13 staff on December 8th, 9th and 10th, 2020. The following senior staff were interviewed individually;

- CAO – Clerk-Treasurer
- Deputy Clerk A
- Deputy Clerk B
- Deputy Treasurer
- Chief Building Official
- Municipal Enforcement Officer
- Municipal Engineer
- Public Works – Foreman and PW Assistant
- Recreation – Manager of Sportsplex and the Arena Manager from Trout Creek Arena
- IT Contractor
- Fire Chief

Individual Council interviews were held with all members of Council via video conferencing, on December 14th, 2020.

4.2.2 Employee Survey

Electronic links and/or hard copies of the employee surveys were distributed to the remainder of staff. They were asked to respond by December 18th. Seventeen (17) survey responses were received from staff by the end of December.

4.2.3 Research & Analysis

The input received from the interviews and the survey (30 participants), was analyzed in more detail during this phase.

This research and analysis also enabled the identification of gaps in organizational structure and processes and common themes began to emerge. These themes were then categorized into the McKinsey 7S model.

- Strategy
- Structure
- Systems
- Staff
- Skills
- Style and Shared Values

4.2.4 Benchmark Comparison of Essential Departments in other Similar Municipalities

Benchmarking is a valuable tool to highlight differences in organizational structures, operations and processes against other municipalities. As mentioned above, staff and Council had identified the municipal comparators during the kick-off meetings.

It was agreed, that in the context of this study, the comparison would be limited to a high-level comparison of the following essential services;

- Treasury Services
- Clerk/Administration Services
- Public Works Operations Services
- Building/By-Law Enforcement Services
- Emergency/Fire Services

The primary purpose of the comparative analysis was to understand the Municipality's municipal structure & operations as they related to comparator municipalities in order to identify any anomalies or similarities.

It was recognized, the timing of the request for information from the agreed upon comparators was not ideal, with COVID-19 and municipal offices being closed, 2020 figures not yet available and the upcoming holiday season.

None-the less, a survey was developed and sent to nine (9) comparators on December 17th, 2020. We received responses from and/or were able to gather information for six (6) of these comparators.

In order to evaluate the current state and processes in the six (6) comparator municipalities, they were each asked to provide us with the following documents, if available;

- Current staff contingent – Names & Titles of all staff
- Organizational Charts
- Job Descriptions for the senior and administrative positions
- Wages & benefits by-laws
- Current salary/pay grids
- Contracts of any contracted employees
- Contracts for any employees that are currently shared
- Any proposed staffing changes
- 2019 and 2020 Budgets

We conducted high-level comparison of staffing compliments, organizational structures and total salaries and wages in each of the essential departments for the year 2019. We relied on the 2019 Financial Information Returns (FIR), survey responses, Statistics Canada and comparator websites to gather the comparison information and aid in the identification of any anomalies or similarities.

While we are confident in the validity of our data for high-level benchmarking purposes, it should be noted that variations in comparison data can occur due to the lack of consistency in the way municipalities report information.

In addition, it must be noted that strictly looking at the FIR analysis from a dollars and cents per household perspective, makes the assumption that the other municipalities are implementing the service similarly. As municipalities do implement services differently, this must be taken into consideration when looking at the comparisons.

The comparisons undertaken include:

- Comparison of the Average Departmental Salaries & Benefits Per Capita
- Comparison of the Average Annual Cost of Salaries & Benefits per Department
- Comparison of the Total Salaries & Benefits per Department
- Statistical Comparisons
- Comparison of Staffing Per Department

The results of the benchmarking comparisons are attached as **Appendix F** in the separate Attachments document.

4.2.5 Assess Workplaces

The study was also to include a high-level assessment of the workspaces currently being used by municipal staff and council for carrying out their duties. It was clarified at the start of the project that this entailed 250 Clark Street only.

The review was to look at public suitability, political, administrative and operational functionality. It was not to include a structural review. Due to the lockdowns associated with

COVID-19 from December 2020 to February 2021, we were not able to conduct a site visit of 250 Clark Street or any other facilities such as the Works garage, offices at the Arenas, Firehall, etc.

Findings from the interviews only indicate that:

- The most urgent problem mentioned was the Works Garage
 - Space for the current staff is limited and not set up for Training and Development of staff
 - Most Public Works staff indicated that there was insufficient space available to park the equipment safely without damaging the equipment or walls.
- Comments by staff working at 250 Clark, indicate that there is sufficient space available for future staff, if needed, by rearranging use of space in the current building.
- Emergency Services have a new Firehall and felt their space needs were being met.

4.3 Design Future State

Through the collection of qualitative and quantitative information, a clearer picture of the current state of the organizational structure of each department, and any gaps in organizational functionality, were identified.

The current state was then summarized and opportunities for improvement to workflow and potential options for structural change (future state) were assessed and developed.

4.3.1 Focus Groups/Training Sessions

This step focused on meeting with Council and senior staff to have them validate the findings based on data received, survey responses, interviews and research. The purpose of these focus group/training sessions was to:

- review the findings of the review
- obtain feedback regarding principles and options for future organizational structures
- engage staff and Council in the development of options to optimize workflow
- move towards developing a new Organizational Structure that will serve the Municipality 10 to 20 years into the future.
- build consensus on the opportunities that merit moving forward

Two (2) group training sessions were held via video conferencing, with Council and senior staff on February 8th and February 10, 2021.

Training Session #1

At this first session, Council and senior staff were asked to;

- Review best practices for creating and implementing organizational design,
- Provide feedback and validate the accuracy of the findings to date, and,
- Review and reach consensus on the key criteria for assessing recommended organizational models.

Training Session #2

At the second training session, Council and staff were asked to;

- Utilize the Key Criteria agreed upon in session #1, to assess 3 draft organizational models
- Evaluate the recommended 3 organizational options presented and provide strengths and weaknesses of each model utilizing the key criteria and identify other possible options.
- Review Key Leadership functions and skill requirements of senior Management Positions as identified in their preferred Organizational Model

At this session, the Council and Senior Staff groups arrived at a consensus that the Municipality would be best serviced by, and should work towards an organizational model that moves from a six-department model to a three-department model. This model became the basis of the recommendations.

The current six-department Organizational Structure is attached as **Appendix B** and the preferred new Organizational Structure is attached as **Appendix C**, in the separate Attachments document.

4.3.2 Transitional Implementation Plan

After the preferred Organizational Structure was selected at this second training session, it was identified that high-level transition plans would need to be developed to help the Municipality realistically transition from the current structure to the future structure.

Draft Transition Plans were then developed to outline the steps necessary to move from the current organizational structure to the new three-department organizational model.

The plans will provide a roadmap to systematically move the Municipality from the current Organizational Structure to their desired future Organizational Structure over the next 2-3 years.

They were presented to Council and senior staff at a third Focus/Training Session on February 25, 2021. The high-level departmental transition plans and key steps as discussed, are attached as **Appendices D1 through D4**, in the separate Attachments document.

5.0 Findings and Recommendations

5.1 Results and Recommendations

As mentioned above, based on the requirements of this study the data collection, analysis was conducted in accordance with the *McKinsey 7S model*. This allowed for all the data collected including the document reviews and stakeholder interviews to be analyzed and leveraged in a structured and efficient way.

The results/findings and recommendations were derived from the input collected during the thirteen (13) personal interviews, seventeen (17) employee survey responses, the comparative review findings (utilizing 6 comparator municipalities) as summarized in **Appendix F**, in the separate Attachments document, and the three (3) focus/training group sessions with Council and staff.

The **Key Findings** under each of the 7S's are also summarized below. However, all of our findings and recommendations have been summarized and are attached as **Appendix A – Summary of Findings**, in the separate Attachments document.

The recommendations will help to:

- Reduce workplace redundancies and address current gaps
- Eliminate conflicting priorities and support becoming a lean cost-effective structure
- Increase team-member coordination, communication, and buy-in
- Empower all team members to shape the future of the organization
- Support the organization to be able to better meet the community's needs, a must in a rapidly changing economy.

5.1.1 Strengths

To begin with, a number of Strengths regarding the current organization in the Municipality, were identified by the participants.

- ◆ Our Community is more engaged, (i.e. fundraising, community events, fitness)
- ◆ Our Municipality is perceived as a 'caring' organization by the staff and Council
- ◆ Staff and Council have a strong focus on Customer Service
- ◆ The Municipality has been more successful with grant applications and approvals
- ◆ Cohesive work units are valued
- ◆ Our community has numerous recreation services, (i.e. Trout Creek, Sportsplex, a top-rated arena, etc.)
- ◆ Most feel 250 Clark and the new fitness centre, has become a great success and community builder
- ◆ There is planning underway for new business, building and subdivision development
- ◆ The Public Works Dept feels they are beginning to address backlogs of outstanding projects and policies

5.1.2 The 7-S's

The full Summary of Findings, Recommendations and Cost Considerations are found in Appendix A, in the separate Attachments document

Strategy - Clearly articulates long/short term goals/objectives which are supported by a vision, mission and values.

Key Findings:

- No clear process is in place for the development and measurement of departmental priorities and actions plans and there is no current overall strategic plan in place for the Municipality.

Structure - Defines the way the business is organized and who is accountable.

Key Findings:

- Lack of sufficient administrative support was identified by all departments, particularly in Administrative Services.
- Senior staff undertaking too many administrative support tasks, not having sufficient time to do the necessary long-term planning, assessment of services, resulting in poor utilization of their time/talents and increased costs.
- Insufficient skilled resources in Treasury.
- Recreation services continue to operate as three separate entities, at 3 separate sites without integration, resulting in increased costs
- There is a lack of clarity in roles, responsibilities and supervision – particularly in Administration/Treasury
- Most of the management/supervisory staff time focuses on day-to-day operational issues and is often reactionary in nature
- Job duties have become misaligned over time

Systems - Describes how the Municipality gets its work done, describes process and procedures.

Key Findings:

- There are a lot of paper-based, manual processes and procedures still in place
- Some technological solutions (i.e. CGIS), are underutilized
- Insufficient management time and resources, inhibits efficiency improvements

Staff- Describes the type and number of staff and how they are recruited.

Key Findings:

- The CAO is responsible for, and functions as the de facto supervisor, for too many departments.
- No organized learning, training and development plans for staff.
- No formal CAO and staff performance management system in place or implemented.
- A lack of the identification of key skill sets required for positions, and lot of “job creep’ is happening at various levels of the organization, resulting in workload stress and an increased possibility of errors
- Inconsistent hiring practices and processes
- Upcoming staff retirements

Skills - Describes abilities that staff perform well or are missing and describes the capabilities and competencies required.

Key Findings:

- Solid operational skills in the municipality but some senior management skills lacking and need time and resources to nurture.
- The lack of a well-developed and implemented performance management process makes managing expectations, working towards expected results and training and development unfocused

*Examples of necessary skill sets for each Senior Manager were developed and a consensus was reached at the second focus/training session, that these are the typical requirements for the various senior manager positions. They are attached as **Appendix E**, in the separate Attachments document.

Styles - Describes the management style of the organization and Shared Values are the norms and standards that guide actions of the organization and employees.

Key Findings:

- Good customer focus and service, focus on improving and working with the community
- Organization and style of management is described as a caring, pleasant and cohesive workplace
- Staff are encouraged to take on new duties and they are offered training and development
- The organization is primarily operational in nature and most often reactive.
- Management activities related to long-term planning, organizational objectives and risk management, etc. were not as evident

Embedding a lean management system will help capture these ideas, increase the number of improvements which are identified and facilitate decisions in terms of the improvements to be made, increase buy-in from employees, as well as the likelihood of implementation.

5.1.3 Other Considerations/Recommendations

Possible Implementation Funding

The Province recently announced a second intake of funding for municipalities to be used to implement initiatives, as a follow up to the studies undertaken with the Municipal Modernization Funding Program.

If this funding is offered to the Municipality of Powassan, the Municipality should consider applying for additional funding to complete the following work;

- **Engaging a Human Resources Consultant to:**
 - Assist with the recruitment, training and development of senior management positions and undertaking the support work needed to transition the organization
 - Develop new job descriptions
 - Conduct Job Evaluations
 - Update Pay Equity Plan
 - Develop a Succession Plan
 - Develop an updated Performance Management policy and program and assist in its implementation starting with Council and the CAO.

- **Update Technology**
 - Cloud-based or other technology platforms and permitting and compliance software,
 - Review and recommendations regarding finance, treasury tools including HR/Payroll software
 - Online and mobile device technologies to streamline public-facing transactions
 - Property files to an electronic format
 - Electronic agendas
 - Complaints tracking/citizen engagement software

6.0 Final Report

6.1 Final Report

This report is a corporate overview of the current and future organizational structures, levels of staffing and the operations of the Municipality of Powassan.

It consolidates and represents the completed cumulative work and recommendations resulting from the research undertaken and defines the current state, the challenges and opportunities and Transition plans for moving forward to undertake the changes in a systematic manner over the next three years.

In addition, it recommends the organizational structure, resourcing, and staffing levels to be implemented related to each department over the next three (3) years.

This report was submitted to the Municipality of Powassan on February 26, 2021 for submission to the Ministry of Municipal Affairs & Housing on March 1, 2021.

The final report is pending approval at a regularly scheduled Council meeting and will be submitted immediately afterwards.

7.0 Conclusion

The task of reviewing municipal functions and structures is challenging and time-consuming. We recognize our work added additional work on staff and Council and we wish to acknowledge the efforts of Council and staff and their desire to 'look within' their day-to-day operations to find improvement opportunities.

Their involvement and willingness to share their experiences and desires, as well as respond to numerous requests for information, demonstrates their commitment to organizational improvement, and to providing quality service to Powassan ratepayers.

The most significant long-term impact of the review may be the in-depth understanding of the internal operations of the Municipality of Powassan that has been gained through the process.

The findings herein are solely our observations from interviews, training sessions and data received and recommendation are derived from our professional experience as third-party observers.

Having the right people in the right places will prepare the municipality for the future and better realignment of duties and better utilization of senior staff. In addition, moving away from manual processes to more technology, will streamline processes and improve efficiency and customer service.

In the end, there is really no single, perfect way to structure municipal operations, but this report includes opportunities for organizational improvements and we trust that the potential opportunities identified will assist Council and staff with moving the Municipality forward to the future.

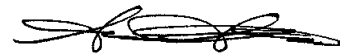
Lastly, we want to express my sincere appreciation to Council and staff for giving us the opportunity to work with the Municipality of Powassan. It truly has been a pleasure.

".. chart a course for every endeavour that we take the people's money for; see how well we are progressing; tell the public how we are doing; improve or stop doing the things that don't work and never stop improving the things that we think are worth investing in." The Concept of Planning, (author unknown)

All respectfully submitted by,

Evelyn Dean

Evelyn Dean,
E. Dean & Associates



Susan Shannon, Principal,
Shaping Organizational Solutions

8.0 Statement of Limitations

This report and its findings are governed by the following Statement of Limitations

This document has been prepared by E. Dean & Associates and Shaping Organizational Solutions (SOS) for the exclusive use of the Municipality of Powassan, pursuant to our engagement letter/contract, dated November 19, 2020.

This report is based on information and documentation that was made available to us. We have not audited or otherwise attempted to independently verify the information provided unless otherwise indicated.

The information, opinions, opportunities, recommendations, conclusions and/or analysis contained within this document are based upon generally accepted professional judgement and principles, and on the information made available to the consultant as at the time of the preparation of the document. Any information provided to the consultant by the Client or any third party is assumed to be correct.

This report may make reference to projected future considerations. Readers are cautioned that since these future considerations are based on assumptions regarding future events, actual results may vary from the information presented even if the assumptions are realized, and the variations may be imaterial. As retirements occur or staffing changes, there may be additional opportunities to enhance the structure.

Due to COVID-19 restrictions, data collection was restricted and did not allow for any site visits or physical observation of the municipal office workplaces (250 Clark Street, Works Garage, Fire halls, Arenas or Community Centres).

Given the timing of the award of the project being just before the holiday season, and due to the staff and Council workload, some delays in scheduling meetings were experienced, which were outside of our control.

It should always be noted that any decisions made regarding the opportunities identified in this report, rest with Council and staff who should employ their own due diligence to ensure alignment with legislation and their overall goals to deliver on desired outcomes.